

Effect of Transformational Leadership and High Performance Work System on Job Motivation and Task Performance: Empirical Evidence from Business Schools of Thailand Universities

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Keywords

Transformational Leadership, High Performance Work System, Job Motivation, Power Distance, Task Performance

Abstract

This study investigates the effect of transformational leadership and high performance work system on job motivation and task performance at the business schools of Thai universities. Following the existing literature, transformational leadership, and high performance work system is an origin of job motivation that leads to task performance. Therefore, transformational leadership and high performance work system is important in creating job motivation for the improved performance of a lecturer. The sample was of 896 lecturers from business schools at government Universities in Thailand and the statistics used are tested by ordinary least squared regression. Furthermore, response bias, validity, and reliability were examined by the researcher. These results reveal that that transformational leadership and high performance work system have a significant positive effect on job motivation. Furthermore, job motivation still has a significant relation to task performance. Surprisingly, power distance has no significant positive moderating effect on the relationship of transformational leadership, high performance work system on the job motivation of lecturers in the business schools of government Universities in Thailand. Subsequently, managerial and theoretical contributions, and suggestions for further research are presented.

1. Introduction

Due to the recent, competitive business environment, firms have to adapt themselves in terms of human resource management in order to face the changing internal and external environment. Moreover, effective human resource management has led the firms in creating a competitive advantage over their competitors (Barney, 1995). Human resource management is at present starting to use the high performance work system for creating more profit (Huselid, 1995) and to increase the firm's performance (Appelbaum, 2000; Way, 2002). Also, a firm will use this system to increase motivation, knowledge, skill, and capability of employees that will lead the firm to receive a competitive advantage (Cappelli & Singh, 1992; Huselid, 1995; Jackson & Schuler, 1999; Jones & Wright, 1992; Wright & McMahan, 1992).

The human resource management fields such as; recruitment and selection, training, job promotion, participation, team work creation, performance appraisal, compensation, fairness promotion, organization communication, power distance decreasing, conflict management, workplace safety and security policy have been used in many studies of high performance work system for confirmation of the relationship between human resource management and employee effectiveness (Becker & Huselid, 1998; Chaudhuri, 2009; Guest, 1999; Guthrie, 2001; Huselid, 1995; Pil & MacDuffie, 1996; Truss, 2001; Wood, 1996; Zacharatos, Barling, & Iverson, 2005). When the human resource management used high performance work system, this led to motivation and more commitment from employees within their firm (Datta, Guthrie, & Wright, 2005; Qiao, Khilji, & Wang, 2009). Furthermore, there are many researches in strategic human

resource management that study the effects of high performance work system on a firm's performance. Whereas, there are few research studies on the effect of high performance work system on attitude, behavior, employee motivation, and firm performance (Appelbaum, 2000; Wu & Chaturvedi, 2009)

Transformational Leadership (TL) is used by a leader who can motivate his/her staff for more work inspiration, moral, confidence, and leadership. TL wills effort in building the success of the staff, follower, or customer. They can lead change, innovation, and entrepreneurial capability within their firm. Also, they can coach both for work and life with their staff. Moreover, they are the role model, both in work and life, for their staff (Burns, 1978; Bass, 1997)

Considering the system of universities in Thailand, there is reformation of the system of Thailand Universities such as changing staff status, lecturers and other staff, change from government employee to be a university officer. Moreover, there is the changing of the status of the Government University to be a university in the control of the government. Furthermore, there are many reports that show they are critical of Thailand Universities (<http://www.thairath.co.th/content/434275>) such as the feeling of instability of university staff, inequality regarding the welfare and rights between the university officers and the remaining government employees in the university, that include the teachers in primary and secondary schools and in other organization, who undertake the same career. Due to the reasons in this paragraph, these are the causes of the decreasing effectiveness and efficiency of lecturers as Thailand university officers.

For the reasons mentioned above, this research studies the effect of transformational leadership and high performance work system on job motivation and the task performance of Thai lecturers. From the literature review, it is revealed that the high performance work system and TL will have an influence on work motivation and also an indirect effect to better the performance of Thai University lecturers. However, in the dimension of power distance between administrator and lecturer, there are importance facets that influence on the relationship of high performance work system and job motivation. Moreover, the influence of TL on job motivation is the important facet in the context of the lecturer in a university focusing on the school of business in a Thai's University. The important reason for studying the school of business in Thailand regards the larger number of requirements needed for entrance to the faculty of business administration by Thai students. The expectations from the result of this study are to improve and develop the efficiency and effectiveness of the lecturers in the school of business in Thailand, following the purpose of a university administrator. Also, this study will be an approach to increase the competency of Thai University lecturers to their best efficiency.

2. Literature Review and Hypotheses Development

The conceptual model (figure. 1) demonstrates the relationships between transformational leadership, high performance work system, job motivation, and task performance. In this study, transformational leadership includes four dimensions, namely; idealized influence/charisma, inspirational motivation, intellectual stimulation, and individual consideration.

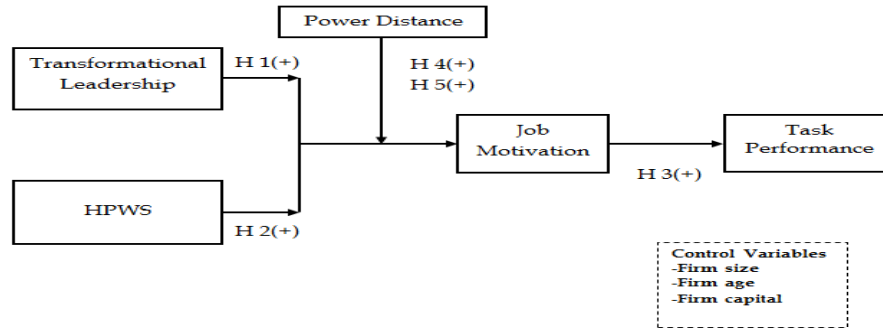


Figure 1: Model of Effect of Transformational Leadership and High Performance Work System on Job Motivation and Task Performance

2.1 Transformational Leadership (TL)

Transformational leadership is the concept of person who inspires staff to work towards the goal or vision of their firm. TL will created, communicated, and be the role model for their staff (McShane and Von Glinow, 2009).

TL was developed from a concept by James McGregor Burns in 1978. Burns compared transformational leadership with transactional leadership. The transformational leadership model stresses personal charisma, acting as a role model, and being individually considerate and intellectually stimulating towards staff. It is a beneficial approach for personal and firm's performance (Bass, 1985; Burns, 1978). TL has a positive influence on an employee's performance by increasing the cohesiveness, commitment, motivation, and trust. Furthermore, comparative research reveals that TL, when compared with transactional leadership, has a more positive effect on an employee's efficiency and effectiveness (Waldman, Ramirez, House, and Puranam, 2001).

Transformational Behaviors

The four behaviors of transformational leadership are based on the full range of leadership, which consists of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence is from a leader who creates loyalty, confidence and identifies with the followers by setting an example of courage and dedication, and making self-sacrifice in order to benefit the followers of the firms (Yukl, 2010). Inspirational motivation is a method in which the transformational leader shares his or her vision to inspire the followers to more efficiency and effectiveness when performing their duties. TL recognizes how to use inspirational motivation for the 'can-do' attitude in achieving organizational targets, as well as providing a purpose for the task and the goals that need to be achieved.

Intellectual stimulation is the behavior of a leader that increases the follower's awareness of the problems; this leader influences the followers to assessment the problems from a new aspect. Then the TL provides support, encouragement and training to his or her followers (Yukl, 2010).

Individualized consideration appears when the leader empowers the projects for learning experiences, coaching and teaching, and expresses respect to each follower, individually. This leader includes consideration of the followers' needs, coaching, mentoring, effective communication, and paying attention to the issues and requirements of the individuals who are being led (Lowe et al., 1996). Transformational leadership is the most important theory in recent leadership research (Walumba& Lawler, 2003) and has been the subject of empirical

study in management literature for the past 20 years (Walumba, Orwa, Wang, & Lawler, 2005). Various studies have revealed that transformational leadership effects on performance appraisal satisfaction (Waldman et al., 1987); financial performance and effective team performance (Avolio, Waldman, & Einstein, 1988); job motivation, employee satisfaction, trust in the leader, role clarity, performance, altruism, sportsmanship (Gillespie & Mann, 2004; Podsakoff et al., 1996); performance and positive feelings towards the leader that are transferred to the organization (Whittington, Goodwin, & Murray, 2004); organizational commitment, and satisfaction (Avolio et al., 2004); organizational citizenship behavior and innovation (Boerner et al., 2007); product innovation and performance (Matzler et al., 2008); follower identification with the work unit resulting in individual performance (Walumba et al., 2008); employee creativity (Gong, Huang, & Farh, 2009); and group cohesiveness (Wang & Huang, 2009). Even in collectivist cultures like India, China, and Kenya, transformational leadership behaviors were found to be effective and were effective across cultures (Walumba & Lawler, 2003).

As a result, this research implies that transformational leadership will have a positive influence on job motivation. Thus, we hypothesize the relationship as follows:

Hypothesis 1: Transformational leadership is positively related to job motivation.

2.2 High Performance Work System (HPWS)

Evans and Davis (2005), argued HPWS as an integrative system of HR practices that are internally and externally consistent with a firm's strategies. The arrangement of different HR practices like selectivity, employees training, internal career opportunity, performance appraisal, empowerment, incentive pay, (Alam, Talha, Sivanand, & Ahsan, 2005; Bae & Lawler, 2000; Delaney & Huselid, 1996; Wu & Chaturvedi, 2009; Youndt, Snell, Dean, & Lepak, 1996), self-managed team, flexible job assignment, open communication, and performance contingent compensation are contributions from HPWS (Becker & Huselid, 1998; Evans & Davis, 2005; Guthrie, 2001; Pfeffer, 1998). The firms implement HPWS to increase work performance, productivity, and the job motivation of employees. Scholar revealed that these HR practices form an employee's behavior and attitudes (Guzzo & Noonan, 1994). Employees perceive satisfaction when the firms apply HPWS and include the employees in; setting goals give them autonomy, training, and development opportunities that lead to higher motivation towards their job (Wu & Chaturvedi, 2009).

Therefore, it is likely that the high performance work system has a positive effect on job motivation. Hence, the hypothesis is proposed as follows:

Hypothesis 2: High performance work system is positively related to job motivation.

2.3 Job Motivation

Motivation was defined as the complex of forces, drives, need, tension states, or other psychological mechanisms that start and maintain activity towards achieving individual goals (Hoy & Miskel, 1978). Davis (2004) argued that motivation has four facets, including: (1) achievement motivation, the encouragement to master the challenges, for developed and developing; (2) motivation affiliate, the encouragement to connect with people effectively; (3) motivation competence, an encouragement to achieve work with high quality, improve problem-solving skills, and attempt to innovate; (4) motivation power, an encouragement to influence people and change the status.

A lecturer has a responsibility as an educator. The lecturer's responsibility is to cover all the activities which must be carried out before giving or delivering instructional materials; review the teaching materials, develop the boundaries of the planning exercise, prepare a list of

values to define the level and knowledge of trainees etc. (Sartika, 1999). The lecturer, as an educator, needs good productivity. Sanusi disclosed productive individuals, include (a) constructive actions, (b) believe in yourself, (c) charge, (d) have a love of work, (e) have foresight, (f) be able to overcome and adapt to a changing environment, (g) make innovative contributions, (h) have the power to realize its potential, and (i) have ability in such as skills, knowledge, qualification, experience and characteristics (Sanusi, 1992).

Therefore, the job motivation of a lecturer is very important. Due to the reasons mentioned above, it is more likely that job motivation is a positive influence with task performance. Hence, the hypothesis is proposed as follows:

Hypothesis 3: Job motivation is positively related to task performance.

2.4 Task Performance

Manullang (2008) revealed that a person who requires success has characteristics which are: 1) the responsibility to solve the problem; 2) determine the difficult targets and estimate the risk; 3) prioritize importance for feedback. Then, the specific characteristics of a person who has success in motivation are: 1) excited if superior; 2) willing to take calculated risks; 3) would be responsible; 4) selecting a challenging job; 5) requires feedback; 6) work not for money or reward only.

Standard performance is considered as satisfactory if the statement indicates some key areas of responsibility of employees, indicates how a work activity will be carried out and draws attention to the quantity system of how the performance will be measured (Tempe, 1992). Good performance is described as the employees who practice the work with the regulations, and the willingness to collaborate with other employees to achieve the company's goals. There are many factors that affect job performance such as: personality, abilities and skills (Flippo, 1995) wherever the personality, abilities and employee's skills will have an effect on work performance, work activities, behavior, and the performance to carry on outcomes.

Based on the reasons mentioned above, it can be summarized that the task performance is several activities or the behavior of workforces in carrying out roles and responsibilities in order to achieve the work in accordance with its intended purpose in the firm.

2.5 The moderating role of power distance

The level of power distance symbolizes the power inequality between executive and employee. In high power distance firms, the firm's hierarchy is usually observed while low power distance firms have a flat organizational structure (G. H. Hofstede, 1984, 2003). Power sharing and empowerment policies are more effective in firms with low power distance (House, 2004). Workforces from a high power distance culture expect the manager to lead, and this converts to being uncomfortable for both with the delegation of discretionary decisions (Adler, 1997). In low power distance firms, workers are expected to bypass their heads habitually in order to get their task completed; little concern for their title, status, and formality; content in accepting higher levels of responsibility and autonomy. Furthermore, these persons often make firm decisions without any input from their executive (Adler, 1997). The workers who focus on a high power distance culture demonstrate a great deal of respect for those in authority. Title, rank and status carry a lot of weight and minions feel dependent on their executive, fearing to express their disagreement, as in Arabian countries, the Far East and Latin countries (Islam, 2004). The high power distance culture resists innovation when in comparison to low power distance culture (Christopher, 1983; Kato & Kato, 1992; Taylor, 1983). In high power distance firms, managers rely on their formal roles, employees are expected to be told, authoritative leadership and close supervision display the way to satisfaction, performance and productivity,

wide salary gaps between the top and bottom of the firm, managers dissatisfied with their career and information that is constrained by the hierarchy (G. H. Hofstede, 2003). The appropriate power distance between executive and employee forms the nature of people's relationship with power (Lee, Pillutla, & Law, 2000b). Therefore we predict that:

Hypothesis 4: Power distance moderates the relationship between TL and Job motivation in the business school of Thailand.

Hypothesis 5: Power distance moderates the relationship between HPWS and Job motivation in the business school of Thailand.

3. Research Methods

3.1 Sample Selection and Data Collection Procedure

This study selects from the lecturers of Thailand government university business schools except Rajabhat, Rajamangala, Ramkhamhaeng, and Sukhothai University as the population and sample amount to 896 lecturers. The database was drawn from the Faculty website of each University during March, 2015. A mail survey procedure, via a questionnaire, was used for data collection. The key participants in this study were the lecturers in each business school as population and sample. The questionnaire was sent to the business school or faculty of business of government Universities in Thailand. With regard to the questionnaire mailing, the valid mailing was 896 surveys; the completed and usable surveys were 194. The response rate of this sample is 21.65%. Consistency with Aker, Kumar, and Day (2002) revealed the acceptance response rate of business research not less than 20% as acceptable.

Finally, to test potential and non-response bias and to detect and consider possible problems with non-response errors, the assessment and investigation of non-response bias was centered on a comparison of first and second wave data as recommended by Armstrong and Overton (1977). The t-test statistics were used to test the difference between early and late responses in various firm characteristics which consist of the firm size and firm age; the results did not find any significant differences between the two groups. Thus, non-response bias does not pose a significant problem for this study.

3.2 Measurements

In this study, all constructs in the model are measured with multi-item scales. Each of these variables were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree), except demographic and control variables. The measurements of dependent, independent, mediating, moderator and control variables are clarified as follows:

Transformational Leadership (TL) is the main construct of this study. It can be defined as a person who can motivate people to work more. This person can build the confidence of their staff. Moreover, this leadership tries to build the success of their colleagues or even their customers. They can bring change, innovation and the raise the ability of the employee also, as to be the prototype for others to follow, both in work and personal life (Burns, 1978; Bass, 1997). It is measured by a sixteen-item scale covering all four TL dimensions of Idealized Influence, Inspirational Motivation, Intellectual Stimulation, and Individualized Consideration (Yukl, 2010).

High Performance Work System (HPWS) is measured by a four-item scale, and it is defined as the integrative system of HR practices that are internally and externally consistent with a firm's strategies. The arrangement of different HR practices like selectivity, employees training, internal career opportunity, performance appraisal, empowerment, incentive pay, (Alam, Talha,

Sivanand, &Ahsan, 2005; Bae& Lawler, 2000; Delaney &Huselid, 1996; Wu &Chaturvedi, 2009; Youndt, Snell, Dean, &Lepak, 1996)

Job Motivation (JM) is measured by a four-item scale, and it is defined as the complex of forces, drives, need, tension states, or other psychological mechanisms that start and maintain activity towards achieving individual goals (Hoy &Miskel, 1978).

Task Performance (TP) is measured by a four-item scale, and it is defined as several activities or behaviors of workforces in carrying out their roles and responsibilities in order to achieve the work in accordance with its intended purpose in the firm (Manullang, 2008; Tempe, 1992; Flippo, 1995)

Power Distance (PD) is measured by a four-item scale, and it is defined as the power inequality between executive and employee. In high power distance firms, the firm's hierarchy is usually observed while low power distance firms have flat organizational structure (G. H. Hofstede, 1984, 2003).

Firm Size (FS) affects the ability to redefine, adjust, or renew a firm's strategy (Baden-Fuller and Volberda, 1997). Large firms tend to rapidly renew the firm's strategy more than small ones (Jansen et al., 2005). It was measured by the number of employees currently registered as full time at the firm.

Firm Age or Firm Experience (FA) is measured by the number of years that the firm has operated (Kotabe et al., 2011; Patel et al., 2012). Traditional firms have experience in monitoring environmental changes faster than new firms and are more appropriate to improving creative and innovative operations that create a competitive advantage. Mature firms tend to renew strategy or renew organization more than younger firms (Baden-Fuller and Volberda, 1997).

3.3 Methods

Factor analysis was firstly utilized to assess the underlying relationships of a large number of items and to determine whether they can be reduced to a smaller set of factors. The factor analysis was conducted separately on each set of the items representing a particular scale due to limited observations. With respect to the exploratory factory analysis, this analysis has a high potential to inflate the component loadings. Thus, a higher rule-of-thumb, a cut-off value of 0.40, was adopted (Nunnally and Bernstein, 1994). All factor loadings are greater than the 0.40 cut-off and are statistically significant. The reliability of the measurements was evaluated by Cronbach alpha coefficients. In the scale reliability, Cronbach alpha coefficients are greater than 0.70 (Nunnally and Bernstein, 1994). The scales of all measures appear to produce internally consistent results; thus, these measures are deemed appropriate for further analysis because they express an accepted validity and reliability in this study. Table 1 presents the results for both factor loadings and Cronbach alpha for multiple-item scales used in this study.

Item	Factor Loading	Cronbach Alpha
Transformational Leadership (TL)	0.777-0.889	0.974
High Performance Work System (HPWS)	0.859-0.926	0.914
Job Motivation (JM)	0.807-0.923	0.903
Task Performance (TP)	0.808-0.893	0.814
Power Distance (PD)	0.633-0.870	0.847

Table 1: Results of Measurement Validation

3.4 Statistical Techniques

The ordinary least squares (OLS) regression analysis is used to test and examine all hypotheses following the conceptual model. Then, the aforementioned variables play significant roles in explaining the research relationships. Because all dependent variables, independent variables, moderating variable, and the control variables in this study were neither nominal data nor categorical data, OLS is an appropriate method for examining the hypothesized relationships (Hair, 2010). With the interest of understanding the relationships in this study, the research model of these relationships is depicted as follows:

$$\begin{aligned} \text{Equation 1: } JM &= \beta_{01} + \beta_1 TL + \beta_2 FA + \beta_3 FS + \varepsilon_1 \\ \text{Equation 2: } JM &= \beta_{02} + \beta_4 TL + \beta_5 PD + \beta_6 (TL * PD) + \beta_7 FA + \beta_8 FS \\ &+ \varepsilon_2 \\ \text{Equation 3: } JM &= \beta_{03} + \beta_9 HPWS + \beta_{10} FA + \beta_{11} FS + \varepsilon_3 \\ \text{Equation 4: } JM &= \beta_{04} + \beta_{12} HPWS + \beta_{13} PD + \beta_{14} (HPWS * PD) + \beta_{15} FA \\ &+ \beta_{16} FS + \varepsilon_4 \\ \text{Equation 5: } TP &= \beta_{05} + \beta_{17} JM + \beta_{18} FA + \beta_{19} FS + \varepsilon_5 \end{aligned}$$

4. Results and Discussion

Firstly, the heteroscedascity problem was tested in this research by plot the graph of histogram, normal p-p plot of regression standardized residual, and scatter plot for the residual of dependent and independent variable of these sample. The results revealed the normality of histogram, linear separation parallel with y axis for the residual value of these variables of this sample. Moreover, Breusch-Pagan-Godfrey test was used to test this problem and the result is acceptable. Therefore, the heteroscedascity problem did not appear.

Table 2 exhibits the descriptive statistics and correlation matrix for all variables. With respect to potential problems relating to multicollinearity, variance inflation factors (VIFs) were used to grant information on the extent to which non-orthogonality among independent variables inflates standard errors. The VIFs range from 1.007 to 1.231, is well below the cut-off value of 10 recommended by Neter et al. (1985), meaning that the independent variables are not correlated with each other. Hence, there are no substantial multicollinearity problems confronted in this study.

	TL	HPWS	JM	PD	TP	FS	FA
Mean	3.450	3.293	3.452	3.177	3.621	0.540	0.620
S.D	0.959	0.999	0.925	0.906	0.766	0.500	0.487
TL							
HPWS	.849**						
JM	.606**	.705**					
PD	.043	.019	-.021				
TP	.621**	.666**	.703**	-.009			
FS	.061	.111	.224**	-.117	.158*		
FA	-.045	.038	-.069	.032	.118	.384**	

*p<0.05, **p<0.01

Table 2: Descriptive Statistics and Correlation Matrix

Independent Variables	Dependent Variable			
	Model 1 JM	Model 2 JM	Model 3 JM	Model 4 JM
TL	0.611*** (0.055)	0.614*** (0.055)		
HPWS			0.678*** (0.051)	0.682*** (0.052)
PD		-0.040 (0.057)		-0.028 (0.052)
TL*PD		0.010 (0.049)		
HPWS*PD				-0.052 (0.046)
FS	0.401*** (0.119)	0.389*** (0.121)	0.324*** (0.111)	0.310*** (0.112)
FA	0.006 (0.122)	0.015 (0.124)	-0.023 (0.113)	-0.028 (0.114)
Adjust R ²	0.422	0.418	0.502	0.501

*p<0.1, **p<0.05, ***p<0.01

Table 3: Results of regression analysis

Independent Variables	Dependent Variable
	Model 5 TP
JM	0.695*** (0.053)
FS	-0.088 (0.116)
FA	0.188 (0.116)
Adjust R ²	0.477

*p<0.1, **p<0.05, ***p<0.01

Table 4: Results of regression analysis

Table 3 presents the results of OLS regression analysis of the relationships among transformational leadership, high performance work system, power distance, and job motivation. Transformational leadership has a significant positive effect on job motivation ($b_1=0.611$, $p<0.01$). **Thus, Hypothesis 1 is supported.** The result of this study is consistent with Gillespie and Mann (2004), Podsakoff et al. (1996) revealed that transformational leadership was significantly positively related to job motivation. Furthermore in the relation of high performance work system and job motivation, HPWS has a significant positive effect on job motivation ($b_9=0.678$, $p<0.01$). This is consistent with the study of Wu and Chaturvedi (2009) who found that high performance work system has a positive effect on job motivation. **Therefore, Hypothesis 2 is supported.** Surprisingly, these results reveal that power distance is not the moderate effect on the relation of TL and job motivation, HPWS and job motivation in the context of business school lecturers of government Universities in Thailand. **Hence, Hypothesis 4 and 5 are not supported.**

Table 4 presents the results of OLS regression analysis of the relationships among job motivation and task performance. Hypothesis 3 proposed job motivation would be positively associated with task performance. As shown in Table 4, it is indicated that job motivation is positively and significantly related to task performance ($b_{17}=0.695$, $p<0.01$). **Hence, Hypothesis 3 is supported.** According with Davis (2004) who provided that job motivation affects the task performance.

5. Contributions and Directions for Future Research

5.1 Theoretical Contributions and Directions for Future Research

This study proposes the escalation understanding of relationship among the transformational leadership, high performance work system, and task performance via job

motivation, and the moderating effect of power distance on the relation of TL, HPWS on job motivation. For progress in the theoretical field, this research attempted to concentrate on the above-mentioned relationships of government business schools in Thailand. Therefore, there is a need for further research, it is obviously seen that a shift to a variety of samples from the other sectors is necessary in order to obtain a precise and reliable framework offering. Interestingly, the contribution of theory was spread to the extent of transformational leadership and empirically testing with consequence constructs which distinctively aspect previous study.

5.2 Managerial Contributions

This research also helps administrators to justify and identify the key components that may be more critical in the quality of Thailand's academia, especially in the government business schools. From a managerial and practical contribution, many important insights can be received from this research. This research can facilitate the chancellor or the dean and executive, particularly in the business schools of Thailand's government Universities to perceive how their organization can complete the task performance of their lecturer by using transformational leadership and HPWS to achieve firm success for a higher standard of Thailand's academia. Hence, transformational leadership and high performance work system had become an important topic for executives in the academic sector. Consistent to the results of this study, it is shown that transformational leadership and HPWS has a significant relationship to job motivation and leads to the task performance of government business school lecturers. This empirical study helps to formulate solutions to the academic system's problem sat Thai Universities that provide the basis of sustainable success for the organization. Therefore, to maximize the benefit of the firm's strategy, the chancellor should try these resources to boost effectiveness and create new opportunities for a better standard at their University.

6. Conclusion

This paper discusses transformational leadership and high performance work system in the perspective of business schools of government Universities in Thailand. Coping with the academic system's changes in staff at the government Universities in Thailand, according to this research, these factors have a direct impact on University performance. The aim of this research indicates that it is to study the relationships among transformational leadership, high performance work system, and task performance via job motivation, and the moderating effect of power distance on the relationship of TL, HPWS on job motivation. The test model is collected data from a mail survey respondent of 194 observation lecturer sat business schools in government Universities in Thailand. Interestingly, this study finds that TL and HPWS have significant positive effects on job motivation. Furthermore, job motivation still has a significant relationship to task performance. Surprisingly, power distance has no significant positive moderating effect on the relationship of TL, HPWS on job motivation of lecturers in the business schools of government Universities in Thailand.

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